

Implications from the Literature for Leadership in Higher Education

- Scan carefully existing and potential networks of power and influence, both formal and informal
- Leaders should open participation in decision-making when they lack needed information, when they face unstructured problems, when subordinates' acceptance is critical, when the probability of subordinate acceptance is low, and when subordinates' goals are not the same as the organizations goals
- Be visible in your integrity, wisdom, selflessness
- Build teams to pursue openness to different ideas, views, understandings
- Concentrate your efforts on those of highest priority
- Choose thoughtfully when to engage in conflict and when to hold back
- Learn your organization's history and employ it thoughtfully
- Pursue strategic discussions, information gathering
- Use formal channels, systems whenever possible, to gain legitimacy
- Use committees effectively:
 - compose the committee thoughtfully and tactically
 - presence and persistence pay off
 - structure the process to serve goals, mission (e.g., premise setting)
 - keep ideas flowing
- Follow through, keeping attention and interaction going with an aim toward action
- In professionalized organizations where their outright positional power can be limited, leaders can shape attitudes, behaviors, and outcomes by shaping the premises on which individuals and groups make decisions.
 - use language carefully
 - employ symbols, images
 - work to control agendas, attention